USACE 2012

FUTURE CORPORATE AND HQ DESIGN STUDY

APPENDIX M: HQUSACE AND MSC MISSIONS AND FUNCTIONS

Appendix M: HQUSACE and MSC Missions and Functions

1.   The attached matrices present an analysis of the responsibilities assigned to the Civil Works and Management, Military and Technical, and Administrative and Advisory staffs of the USACE Major Subordinate Commands (MSC). Each MSC mission or function is crosswalked against USACE corollary staff missions and functions.

2.   Information was obtained through a review of the HQUSACE and MSC Mission and Functions statements provided in late August 2002 (generally ER or Division Regulation 10-1-1). These matrices were developed to facilitate the review of duplications of missions and functions between the HQUSACE and MSC command levels. The Office of Counsel was not included in this analysis.

3.   In executing the crosswalk of MSC missions and functions with those of HQUSACE, only MSC missions and functions were considered. Additional mission and function responsibilities of HQUSACE elements were not added. Also added for information purposes only are the FTEs allocated to each functional area for each MSC (Aug 02 information provided by CERM).

4.   The following missions or functions were not identified for MSC elements as they are considered to be standard operating requirements for all organizational elements:

   a,   Advise the Commander, Director, etc.

   b.   Participate in Management Controls Program

   c.   Develop operating budgets

   d.   Conduct Command Staff Inspection visits

   e.   Conduct Quality Assistance visits

   f.   Provide general staff oversight

   g.   Support the Regional Business Center

   h.   Participate in mobilization exercises

   i.   Participate in Lessons Learned or Learning Organization programs

   j.   Participate on various boards, commissions, etc.

DIVISION or OFFICE: CWMD - Office of the Director

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
FTEs		2	2	2	2	2	2	2	2
10-year program-develops					x	x		x	x
Budget development/defense-leads			**x**		**x**	**x**	**x**	**x**	x
Campaign Plan-guides achievement									x
Congressional contacts principal-serves					x		x	x	x
Emergency management-oversight					x	x	x	x	
Environmental Restoration-administers *						x			x
Fish program-executive oversight					x				
Leadership development-leads								x	
Legislative proposals-reviews		x	x		x			x	
New work initiatives-develops & directs		x	x		x				
O&M-oversight *					x	x	x		
Outreach strategy-develops					x				
PCAs-coordinates with HQ								x	
Performance indicators-develops									x
Performance-evaluates									x
PMBP-MSC lead		x			x	x		x	
PRB-conducts		x	x		x	x		x	
PRISM-maintains		x							
Program guidance-provides			x		x	x			x
PROMIS/P2-proponent a/o maintains		x			x	x			

QA-oversight	x	x		x			x	x
Regional programs-coordinates		x		x			x	x
Regional proposals/initiatives-develops/reviews				x				x
Regulatory-oversight *				x	x			
RMB/BOD/DCC/BOD-manages/chairs/co-chairs	x	x		x	x		x	x
Stakeholders (all types)-maintains contact	x	x		x			x	
Strategic & tactical planning for MSC-leads	x	x		x				
Strategic communications-leads							x	
Support for Others Program-administers								x
Technical advisor to districts-serves as		x			x		x	
Training, CPB, PMBP, PM, etc-proponent							x	
Water mgmt & reservoir control-oversight *				x				

DIVISION or OFFICE: CWMD - Civil Works Management Division

Missions and Functions	HQUS ACE	LRD	MVD *	NAD	NWD	POD	SAD	SPD	SWD	
FTEs		12	9	7	9	9	8	11	8	73
10-year program-develop	x	x	x		x	x		x	x	
Budget priorities-develop	x	x	x		x	x	x			
Budget testimony-prepare	x	x	x		x	x	x	x		
Budget-defense	x	x	x		x	x	x	x	x	
CAP-manages	x				x			x		
Congressional contacts-maintains	x								x	
Congressional nottifications-executes	x									
Congressional visits-participates			x				x			
District PRBs-attends					x			x		
District/MSC Support Teams-leads/manages	x							x		
District/MSC Support Teams-participates	x				x					
Documents-coordinates	x	x			x					
FCSA development-guides			x							
FPMS-provides staff oversight			x		x					
GI, CG, O&M-manages programs	x	x	x		x		x	x		
Homeland Security Program-manages	x				x					
Issues-manage	x	x			x	x	x			
Legislative proposals-coordinates			x							
MRC Inspection trips-participates			x							
MR&T-manages program	x									
Outreach-supports BMO			x							
PAS-provides staff oversight			x		x		x			
PCA development-guides *	x		x		x				x	

	C1	C2	C3	C4	C5	C6	C7	C8	C9
PED agreement development-guides *		x	x						
Performance-evaluates	x		x		x		x	x	x
Planning reviews-participates					x			x	
PRIP-manages	x								
PMBP Training for CW-leads							x		
Policy-interprets/recommends changes	x				x	x	x	x	x
PRB-leads			x		x			x	x
PRB-participates	x						x		
Pre & post-auth Plng/dsgn-provides staff oversight			x						
PRISM-proponent	x				x		x		
Program execution-tracking/corrective actions	x		x		x	x	x	x	x
Program resources-aligns	x	x	x		x	x	x	x	x
QA/QAV/CSI-participate	x		x		x	x	x	x	x
QMP, District-approves		x							
Regional interface, internal Govt-provides		x	x		x		x	x	x
Reprogrammings-recommends/approves	x		x		x	x	x	x	x
Schedule & Cost Change Requests-approves					x				
SFO-manages program									x
SFO-programmatic execution			x						
Weekly Significant Actions Report-compiles					x				
Work allowances-coordinate/process	x		x		x				

DIVISION or OFFICE: CWMD - Operations Division

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
FTEs		8	6	7	11	1	11	6	8	58
Anti-terrorism-coordinates					x					
Aquatic Plant Control-manages					x					
Army Energy Conservation Prog-coordinates					x					
Biological/chem testing (CWA)-tech advisor					x					
Civil Emergency-manages	x									
Civil Works Compliance Prog-manages	x									
Coastal America-participates					x					
Cultural resources reviews-provides						x	x			
Dam Safety Program-participates *					x	x				
Data collection-assures timely collection					x		x			
Debris removal-manages	x									
Disaster Preparedness/Response-manages		x				x	x	x	x	
District Support Teams-participates								x		
Dredged Material Mgmt Plans-oversees development					x					
Dredging & navigation-leads & directs		x			x		x	x		
Emergency Mgmt-leads & directs	x	x			x	x	x	x	x	
Endangered Species Act-provides guidance *					x	x				
Environmental Compliance Coordinator-assures						x	x			
Environmental Stewardship-plans/directs/manages					x	x	x			

Function									
FCCE-manages					x		x	x	
Federal Power Sys-supports/assists					x		x		
Hydropower-leads & directs		x			x		x		x
Inspection of Completed Works Prog-manages	x								
Labor Union activities at projects-manages					x				
Major Rehab Program-manages						x	x		
Misc prog (WASH Aqueduct, CW Housing, Fed Owned Roads, etc)-manages	x								
National Emergency Preparedness Prog-manages					x	x	x	x	x
National Security Emergency Program-participates								x	
Natural Resource Management-leads & directs		x			x	x		x	x
O&M program-manages		x			x	x	x	x	x
Performance measurement-develops & implements		x					x	x	x
Periodic inspections-participates						x	x		
Plant Replacement & Impv Prog PRIP-manages									x
PRB-participates					x	x	x		
QA/QAV/CSI-participates		x			x	x	x		x
Rec volunteer prog-oversees	x								
Recreation Management-leads & directs		x			x	x	x	x	x
Regional interface-maintains		x			x		x	x	x
Regulatory Appeals Program-manages		x				x	x	x	
Regulatory functions-coordinates/reviews *					x	x	x	x	
Regulatory Program-leads & directs *		x			x	x	x	x	x
Resource allocation-determines priorities		x				x			
Resource allocation-monitors		x				x		x	x
Resource allocation-recommends		x				x	x	x	x

Sediment Prog/EPA coordination-manages	x								
Training, hydropower-reviews/evaluates							x		
Training, Ops & Regulatory-develops/executes					x				

DIVISION or OFFICE: CWMD - Business Management Office

Missions and Functions	HQUS ACE	LRD	MVD-Mgt Dir	NAD	NWD	POD-not available	SAD	SPD	SWD-not available	
FTEs		7	7	4	4	6	5	5	2	**40**
Account management-serves as regional PM		x		x	x		x			
AIS integration-assists DOIM				x			x			
APIC/Baldridge/ISO9000-leads							x			
BOD/DCC/RMB executive direction-provides		x	x		x			x		
BOD/DCC/RMB management support-provides				x			x	x		
Brand management-leads					x					
Budget testimony-supports			x							
Business process reviews-facilitates			x	x	x		x	x		
Business systems integration-leads		x		x			x	x		
Campaign Plan-leads				x	x		x	x		
Capable Workforce-leads or assists			x		x		x			
CMR-manages				x			x			
CPM for IM-serves			x							
Customer outreach-develops relationships		x		x			x	x		
Facilitation-serves as and/or research			x							
Functional Board-liaison			x							
IM policy guidance-provides			x							

	1	2	3	4	5	6	7	8	
IM/IT program, staff oversight-performs			x						
IMA program, staff oversight-performs			x						
Integration, vertical & lateral-assures		x		x					
IT acquisition-authoriy			x						
IT planning-leads		x							
IT strategic planning-performs			x	x					
Leadership Development Prog-manages program							x		
Market analysis-conducts		x		x	x		x	x	
METL-assesses			x	x					
Outreach efforts-synchronizes		x	x	x	x		x	x	
Outreach strategics-develops		x	x	x	x		x	x	
Outreach training-proponent				x			x		
P2/AIS-leads					x				
P2/Corporate AIS-implements			x		x				
Performance measurement-leads		x		x			x		
PMBP-advocate			x	x	x				
PRB-leads				x			x	x	
QA/QAV/CSI-participates			x	x	x				
Quality Control Co-Chair		x							
RBC-guides transition/provides info & guidance		x	x	x	x				
Regional business plan-develops		x	x	x			x	x	
Regional issues-identifies/resolution		x	x	x	x		x		
Regional Training Catalog-develops								x	
Relationships-oversees					x			x	
RMB, Exec Secretary-serves			x	x					
SFO-negotiates			x	x					

Skills inventory-leads			x		x				
Strategic Management Review (SMR)-leads		x		x	x		x		
Strategic Planning-leads			x	x	x		x	x	
Training-MSC advocate			x	x				x	
Workload distribution-evaluates/recommends			x	x	x		x		
Regional Synchronization				x					
Technological advancements-advise				x					
Knowledge Management-integrates				x					
Consolidated Cmd Guidance-integrates				x					
Congressional liaison-leads				x					
Area of Responsibility-MSC POC				x					
Customer feedback-proponent				x					

DIVISION or OFFICE: CWMD - Planning and Policy Division

Missions and Functions	HQUS ACE	LRD	MVD *	NAD	NWD	POD	SAD	SPD	SWD
FTEs		**10**	**10**	**12**	**9**	**0**	**10**	**11**	**8**
Budget testimony-supports	x					x			x
CAP program, all work-staff oversight	x		x		x				x
CAP program-supports PM	x						x		
Congressional Add Fact Sheets-coordinates	x		x		x				
Congressional interface-primary liaison	x								
Congressional visits-participates			x						
Cultural resources reviews-provides	x				x				x
District Support Teams-participates								x	
Div Cdr's Public Notice-prepares	x				x				
Div Cdr's Public Notice-recommends approval	x					x		x	
Economics-leads	x		x		x			x	
EIS-certifies adequacy *	x				x	x		x	
Environmental compliance-leads	x					x		x	
Environmental planning/review-staff oversight	x		x		x	x	x	x	x
ESA consultation-participates *	x				x	x			
FCSA development-guides	x		x		x	x		x	
Flood Damage Prevention Center-lead/guide/direct	x	x				x			
Formulation consultation-provides	x	x	x		x	x	x	x	
FPMS-staff oversight	x		x				x	x	x

GI budget execution-monitors									x
GI budget-defends								x	x
GI program-manages					x		x	x	x
GI reprogramming-manages							x		
Installation Support Teams-participates									x
Issue resolution-guides	x	x	x		x	x	x	x	
Legislative drafting services-provides/oversees	x	x	x		x				
Legislative support-provides	x	x	x		x		x	x	x
Military planing activities-leads									x
MRC Inspection trips-participates			x						
National investment strategies-develops	x	x						x	
Navigation Account Manager-supports		x							
NEPA compliance-serves as focal point *	x	x			x	x	x	x	
PAS-staff oversight	x		x				x	x	x
PCA development-guides *	x		x						
PED agreement development-guides *	x		x		x	x			
PED-staff oversight *	x		x		x	x			
Planning Board/Conferences-leads	x				x			x	x
Policy compliance-conducts	x				x	x	x		x
Policy training-conducts	x						x	x	
Policy-interprets	x				x	x	x	x	x
PRB-participates	x		x		x		x		
Problem resolution-provides expertise/direction	x		x		x	x	x	x	
Program guidance-provides	x		x		x	x	x	x	
QA/QAV/CSI-participates	x	x	x			x	x	x	x

Regional/national interface-participates	x	x	x		x		x	x	x
Training workshops-presents	x							x	x

DIVISION or OFFICE: CWMD - Fish Office

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
FTEs	0	0	0	0	4	0	0	0	0	4
Objectives-develops					x					
Fish program PMBP-manages					x					
Budget-develop/defend/execute					x					
Program implementation-assists					x					
Regional interface-conducts					x					
Congressional liaison-conducts					x					
Public information-develops/oversees					x					

DIVISION or OFFICE: Audit or Internal Review (IR)

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
FTEs		1	1	1	1	1	1	1	2
CFO Act-lead *	x	x			x			x	x
Chief's "Hotline"-operates	x								
Commercial activities-oversees reviews	x								
Cost analysis & other services-execute		x						x	
CSI/QAV/QM-participate	x	x	x	x		x	x	x	x
EIG	x								
Fed. Manager's Integrity Act Annual Assurance Statement-lead *		x			x	x		x	
Guidance, develop & disseminate		x	x		x		x		x
Inspection policy-advises	x								
Inspection standards-develops	x								
Internal Review and Audit Compliance-lead	x	x		x	x	x			
Internal Reviews-conduct	x	x	x	x	x	x	x	x	x
Lessons Learned									x
Liaison / coordination - GAO, DoD, etc	x	x	x	x	x	x	x		
Management Control Program-reviews	x								
Quick Reaction Audits-conduct							x	x	
Recreation Lease Program-manage *									x
Reports-consolidate & submits		x	x	x		x	x		x

Single Audit Act-manage program *	x		x				x	x	
Staff oversight		x	x		x	x	x		x
Resident Contract offices-supevise				x					
A-128 audits				x					
Management Control Program-manage				x					

DIVISION or OFFICE: Contracting (DOC)

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
FTEs		1	1	2	1	1	1	1	1	9
ACASS/CCASS-oversight					x					
Acquisition Management Reviews,Army-manages	x									
Acquisition planning-lead	x	x	x		x					
Acquisition Reform-advodate	x									
CO/ACO-approves	x									
CO/ACO-review nominations & forwards to PARC			x	x	x	x		x		
Contract Audit Follow-up (CAF)-execute	x	x	x			x		x		
CPM-14	x		x		x	x	x	x	x	
CSI/QAV/QM-participate	x	x		x	x		x	x	x	
Defense Materials System-manage	x							x		
Defense Priorities and Allocation System.-manage	x		x	x		x	x		x	
Dispositions/Findings-approves & issues	x									
EFARS-develops guidance	x									
Grants/Co-op Agreement Program-manages	x									
Liaison - industry, mil depts, other govt agencies,etc	x	x		x	x	x		x	x	
MilSpec Reform Plan-manages	x									
Oversight - contracting programs	x	x	x	x	x	x	x	x	x	
Performance-monitor & evaluate	x	x		x	x	x	x		x	

Performance Based Contracting Initiative-manage	x								
Policy-formulate, provide	x	x	x	x	x	x	x	x	x
Power Procurement-CO					x			x	x
SADBU-serve as *				x				x	
Special Competition Advocate *	x	x	x		x	x			
Standard Procurement System-advocate	x								
Unusual contracting actions. - obtain authority	x		x		x	x		x	
Contracting program-surveillance				x					
DCAA actions-lead				x					

DIVISION or OFFICE: Equal Employment Opportunity (EEO)

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
FTEs		1	1	2	2	1	2	2	2
Alternate Dispute Resolution-manage	x		x				x	x	
Complaints-mediate *			x				x		
CPM-28	x	x		x	x	x		x	
CSI/QAV/QM-participate		x	x			x	x	x	x
EEO Climate Surveys-manage	x								
Guidance-develop and publish	x	x	x	x	x	x		x	x
Early Resolution Program (CEERP); processes allegations due to conflict of interest-manage...evaluate			x		x	x		x	
MSC EEO/EO program, Affirmative Employment Program Plan, and administration of discrimination complaints-plan...evaluate *	x	x	x	x	x		x	x	x
Program evaluation-conduct	x	x	x	x	x	x		x	x
Regional interface		x	x		x	x	x	x	x
Reports-prepare, submit		x				x			
MSC objectives-recommend							x	x	
Settlement agreements-negotiate *			x				x		
Special Emphasis Program-manage		x			x				x
Training-insure conduct		x		x	x	x		x	x

DIVISION or OFFICE: Human Resources (HR)

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
FTEs		3	2	3	4	2	3	3	2	22
Advice and assistance		x	x		x	x	x	x	x	
Classification complaints-advise				x	x				x	
College recruitment program-develop/execute					x		x			
Community relations-maintain		x			x		x	x		
CPAC-develop/maintain effective recruitment program			x	x		x	x	x		
CPM-10	x		x	x	x		x			
CPM Administrator for all CPMs	x									
CSI/QAV/QM-participate		x	x		x	x	x		x	
Emergency / mobilization planning-participate *	x			x		x				
Grade-manage high grade & other programs			x	x	x		x			
Guidance-develop	x	x	x		x		x	x	x	
HR (civilian) orientation for military personnel				x		x				
Human Resources-planning	x	x		x	x				x	
Incentive Awards Program-manage *	x				x	x			x	
Interns (DA)-staff supervision/control		x				x				
Labor/MER Programs-manages	x									
Liaison-maintain external		x			x			x		
Military personnel-staff supervision, monitor utilization, furnish statistical data; assist DEs	x					x				

Performance Management-staff supervision; develop/review procedures *	x		x	x	x	x			x
PROSPECT Training-CX	x								
Training Committee-advise									x
Training program-administer *	x	x		x	x	x			
VERA/VSIP/RIF-manage					x	x			
Worker's Compensation-manage *					x			x	
Workforce utilization-inform/guide/assist	x				x	x		x	x
District HR offices-supervise					x				

DIVISION or OFFICE: Information Management (IM)

Missions and Functions	HQUS ACE	LRD	MVD - not in M&F	NAD	NWD	POD	SAD	SPD	SWD	
FTEs		0	0	3	3	4	4	4	5	23
CPM	x	x			x		x	x		
Common Operating Environment-proponent	x									
CSI/QAV/QM-participate	x	x					x	x		
Email Center of Expertise-manage				x	x					
Guidance-develop & provide	x	x		x	x	x	x	x	x	
IMA contracting-advise	x			x	x	x	x		x	
Info Security Program (INFOSEC &/or IAVA) *	x			x		x	x	x		
Information Resource Mgmt (IRM)-implement	x	x		x	x	x	x	x	x	
IT strategy planning	x	x		x	x	x	x	x	x	
IT/IRM Board (USACE)-member	x	x				x		x		
LCMIS-manage *	x				x	x	x	x	x	
Milestone Decision Authority for ACAT	x	x			x		x		x	
Publications Management...	x	x		x	x	x	x	x	x	
Real Estate Support Center (USACE)-manage							x			
Records Management… *	x	x		x	x	x	x	x	x	
Regional interface	x	x		x	x	x	x			
Reports-consolidate	x	x		x		x	x			
Signal Command, Army-support									x	

Staff oversight	x	x				x	x	x	x	x
Web manager	x						x		x	
District acquisition-review				x						
IT Acquisition-validate hardware				x						
Property control-manage				x						
FOIA requests-manage				x						
Information Architecture Prog-manages	x									

DIVISION or OFFICE: Logistics (DOL)

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
FTEs		1	2	1	1	1	1	1	1
Command Supply Discipline Program-manage	x	x			x			x	x
Corporate Board (USACE)-member		x							
CPM-12, CPM-17 and CPM-24.	x	x		x		x	x	x	x
CSI/QAV/QM-participate	x	x	x		x	x	x	x	x
District master, operational, and contingency plans-review...comment	x				x	x		x	x
District oversight		x			x			x	x
DODAAC/FEDACC proponent	x								
EIG, AAA and HQ reports and/or audits-review			x			x		x	
Emergency Ops-participate		x			x			x	x
Facilities Master Plng-manages	x								
Liaison-HQ, Districts, GSA, other government, etc	x	x		x	x	x	x	x	x
MACOM Engineer Ofc	x								
Maintenance Mgmt Prog Plan (Army Warranty, Test Measurement & Diagnostic Equipment, Army Oil Analysis)-provide guidance	x					x			
Personal Property Disposal-manage	x	x			x				

Policies/procedures (supply, transportation, maintenance $ facilities/service mgmt ops)-coordinate/develop	x	x	x		x	x	x	x	x
Petroleum Recovery/qualityProg-manages	x								
Precious Metal Recovery Prog-manages	x								
Property Book-manage	x				x				x
Recycle Prog-manages	x								
Section III Equipment Allowance, TDA military and civil-funded property-review/coordinate	x			x		x			
Small Arms Serialization Prog-manages	x								
Space,office/facilities-manages	x								
Traffic/Transportation prog-manages	x								
Transportation prog/Foreign Travel-manage	x			x	x			x	x
Purchase requests-approves				x					
Supplies & equipment-distributes				x					
Space allocation-leads				x					
Vehicle acquisition prog-manages	x								

DIVISION or OFFICE: Public Affairs (PA or PAO)

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
FTEs		2	3	2	2	1	1	0	2	13
District oversight		x						x		
Cdr's policies and viewpoints-Communicate to public	x	x	x	x	x	x	x		x	
Relationships (news media, groups, etc.)-maintain	x	x			x	x	x		x	
Cdr's Budget Testimony-write/edit/illustrate	x	x	x	x	x	x	x	x	x	
Command Information-coordinate production; disseminate brochures, newspapers, information bulletins, videotapes, etc	x	x	x		x			x	x	
History program-manage	x			x					x	
Manuscripts - edit		x	x	x				x	x	
Media interviews - arrange		x	x	x	x		x			
News/feature articles-research, write, disseminate	x	x	x			x				
Speakers-arrange; serve as liaison								x		
Web manager						x				
Policy-develops	x	x			x	x	x		x	
CSI/QAV/QM-participate	x	x	x	x	x	x	x	x	x	
Communication strategy-develop	x									
Cdr and key staff-advise	x	x	x		x	x	x	x	x	
CPM						x			x	
History-work with Cmd Historian									x	

DIVISION or OFFICE: Resource Management (RM)

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
FTEs		7	10	10	7	7	9	12	9	71
CFO-all activities	x	x	x	x				x		
CMR-reviews/evaluates/manages	x									
RM performance-reviews/evaluates	x			x	x		x	x		
S&A-manages/tracks									x	
Power marketing agencies-liaison	x	x						x		
TreasDept/GAO/DFAS-interface	x				x	x	x		x	
Accounting-analysis	x	x	x	x	x	x	x	x	x	
Apportionment-manages	x		x						x	
Army Ideas of Execellence Prog-manages	x	x	x	x	x	x	x	x	x	
Capital asset/ingestment-manages	x	x	x		x	x	x	x	x	
CEFMS-proponent	x						x	x		
Charge card-coordinator	x									
Cmd Operating Budgets-develop/coordinate/monitor	x	x	x	x	x	x	x	x	x	
Command Assistance Program-manages			x							
Commercial activities-manages	x									
Consolidated Cmd Guidance-develops	x									
Corporate Analyses-designs/assesses	x		x	x	x	x				
Cost of Doing Business-studies	x									
Cost studies/econ analysis-conducts	x		x		x	x	x	x		
CSI-manages					x			x	x	

	1	2	3	4	5	6	7	8	9
CW Revolving Fund-manages	x								
F&AO-serves as							x		
FADs-issues	x								
FADs-receives/controls	x								
FORCON-manages	x								
GE/OMA Appropriation-manages	x			x			x	x	x
High-grade program-manages	x				x		x		x
Intra/Interagency support agreements-manages	x		x			x			x
Management control program-manages	x		x	x		x	x		
Manpower allocation-manages	x								
Manpower documentation-develops/tracks		x		x		x			x
MCA funds-monitors	x	x	x	x	x	x	x	x	x
Missions and Function-publishes/maintains	x		x	x	x	x	x	x	x
Obligations/expenditures-tracks/provides feedback	x	x	x	x	x	x	x	x	x
Organizational structure-reviews						x			
Overtime-manages	x				x	x		x	
Position Charts & Directory-publishes	x		x	x		x	x		x
President's CW Budget-prepares schedules						x			
Prior Year Funds-manages	x	x		x	x	x	x	x	
PRIP-manages						x			
Property financial accountability-manages	x								
QA Program-manages	x	x	x	x	x	x	x		x
Revolving fund-manages				x	x	x		x	
Senior Leadership Council-manages/supports						x			x
TQM-manages						x			
Travel allowances-advisesoversees	x								
Travel Reengineering Initiative-coordinator	x								

Work processes-reviews		x	x		x	x	x		x
Policies-develop/interpret/apply			x			x			
Program & Budget guidance-provides	x								
QA/QAV/CSI-participates	x				x				
Strategic Vision Program-assists						x			x
Campaign Plan-POC			x	x	x	x		x	x
Command Plan-USACE proponent	x	x	x	x	x	x	x	x	x
Congressional Testimony-supports	x	x		x		x			x
CPM-11 and/or 26		x			x			x	
EIG Inspections-manages			x						
EPA Grans prog-financial mgmt	x		x					x	x
Homeowner's Asst Prog-Financial mgmt						x			
ODP-assists in management							x		
PCA-review			x						
PRB-member			x						
Productivity Improvement Program-manages					x	x			
RMB-Co-chair	x								
RMB-member	x	x	x	x	x	x	x	x	x
Training in budget-develops/trains	x		x		x				
Waivers/claims-processes	x	x			x	x		x	

DIVISION or OFFICE: Small and Disadvantaged Business Utilization (SADBU)

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD - not in M&F	SAD	SPD	SWD
FTEs		1	1	2	1	1	1	1	1
Acquisition planning-advise								x	
Contracting Officer-assist *		x	x		x				x
Contracts-monitor								x	x
CSI/QAV/QM-participate		x	x		x				x
District audits-conduct			x						
Goals-establishes	x								
Outreach-develop & implement					x			x	
Policy guidance-develop *	x	x	x		x		x	x	x
Problems-resolve								x	
Regional ombudsman		x	x				x	x	x
Reports-consolidate		x							x
Staff oversight	x	x	x		x		x	x	x
Training-develop and implement-USACE & others	x				x			x	

DIVISION or OFFICE: Safety (2 pages)

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
FTEs		1	2	1	1	1	2	1	1
Staff supervision-operator licensing, industrial hygiene, and occupational health	x			x	x	x		x	x
Regional interface	x				x	x			
Accident investigation and reporting - supervise	x				x	x			x
Accident prevention safeguards.-review acceptance test procedures	x			x	z	x			
Accident prevention-manage	x								
Accident problems-research					x	x			
Accident reporting-manages			x				x		x
Accident/complaint investigation-ensure timely/appropriate	x		x		x				
Civilian Resource Conservation Program-lead	x	x	x		x	x	x		x
Diving program-monitor			x						
Facilities Safety Prog-manages	x					x	x		
Federal Employees Compensation Act (FECA) claims-develop, implement countermeasures *	x								
Fire Program-interpret codes, standards, policies, procedures and requirements						x		x	

Health - plan, develop, & direct policies/programs	x				x	x		x	
National Recreation Safety Program Manager	x	x	x		x	x	x	x	x
Occ Health/Industrial Hygiese prog-manages	x	x							
OSHA, DoD Explosive Safety Board, fire protection, industrial hygiene, & human engineering considerations and requirements-oversight *	x								
Radiological Protection Officer	x					x			
Safety - plan, develop, direct policies & programs		x		x	x		x	x	x
Safety & Occupational Health Div (USACE)-assist*	x				x	x			
Safety Awards Program - manage	x	x			x		x	x	x
Safety engineering prog-manages						x	x		x
Safety Mgmt Evaluation Prog-manages	x	x	x	x	x	x	x	x	x
Accident prevention/OSHA-advise	x	x				x	x		x
Workers Compensation Prog-manages	x		x			x	x		x
CSI/QAV/QM-participate	x								
Program-evaluate	x								
CPM		x	x		x	x	x	x	x
District SOH resources-coordinate				x					
Requests for waivers-review/forward to HQUSACE				x					
Safety/OSHA training-manage	x								

DIVISION or OFFICE: Security and Law Enforcement

Missions and Functions	HQUSACE (DCSOPS)	LRD	MVD	NAD	NWD	POD - not in M&F	SAD	SPD	SWD	
FTEs		0	0	1	0	0	1	0	1	3
Audit-Districts	x	x	x		x		x	x	x	
Disclosure of Information/Foreign Visits-manage	x						x			
Law enforcement-local coordination			x							
Anti-Terrorism Program-manage *		x							x	
Army Force Protection Program-manage	x									
Chief's Hotline-manage	x									
Cmd Contingency Plans-develops/leads	x	x	x	x				x	x	
Crisis Mgmt Team-proponent	x	x	x	x		x	x	x	x	
Force protection-manage		x				x		x		
Guard Program-manage				x			x			
Industrial Security-manage	x									
Information Security-manage			x							
Intelligence/counter-intel-support	x	x	x			x		x	x	
LOGCAP-support	x	x	x	x	x		x	x	x	
Reserve Affairs, Military-coordinate	x	x			x		x		x	
Military readiness-manages	x	x	x	x	x	x	x	x	x	
OPSEC/COMSEC/SAEDA-manage	x									
Personnel Security-manage	x									

Physical Security-manage	x								
Serious Incident Reporting-manage	x	x				x	x	x	x
Classified documents program-manage	x	x	x		x	x	x	x	x
Tactical Support Center-proponent	x	x	x	x	x	x	x	x	x
Operations Center, USACE-leads		x				x			
Total Army Analysis-participate	x	x	x	x	x		x	x	x
CSI/QAV/QM/Compliance Inspection-participate	x							x	x
Strategy-planning	x				x				
EIG-acting	x								
EIG-support	x								
Reports-consolidate	x								

DIVISION or OFFICE: MTD-Office of the Director

Missions and Functions	HQUS ACE	LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD	
FTEs		2	2	2	2	2	2	2	2	16
A-E selection process-oversight *					x					
CPM Planning Board, MSC-chairs or participates								x		
Dam Safety Officer *					x	x		x		
Flood control, Sec 7 - responsible *		x								
Host Nation Construction-manages						x				
HTRW CX-command & control					x	x				
HTRW-manage	x	x		x	x	x				
MILCON directives-manage *		x				x				
MILCON/IS-manage	x	x		x	x	x				
MOU/A (HTRW & SFO)-oversees					x					
MRC President-supports			x							
PMBP implementation-reviews					x	x				
Policy & guidance-interpret and implement		x	x	x		x				
PRB (all programs)-member						x		x		
PRB (Mil/HTRW/SFO)-chairs					x	x		x		
QA reviews		x				x		x		
QA-program oversight					x	x		x		
PREP Team	x									

R&D Coordinator					x	x	x			
Regional interface-provides						x	x		x	
SFO - regional interface/POC		x			x					
Staff oversight		x	x				x			
TRAMO Team	x									
Water management *		x	x							

DIVISION or OFFICE: MTD - Tech
Engineering & Construction Division

Missions and Functions	HQUS ACE *	LRD	MVD-Tech	NAD	NWD	POD	SAD	SPD	SWD
FTEs		12	11	11	15	13	13	14	14
1391 certification-leads	x	x		x	x	x	x	x	x
A-E responsibility management-leads	x	x	x	x	x	x	x		
Army Facilities Standardization Prog-represents MSC	x				x		x		
Army Power Procurement- Ofcr	x				x				
Architecture-national leadership	x								
CADD/GIS/ACASS/CCASS/etc-proponent	x								
Coastal engineering-manages				x					
Commo w/Weather Service-maintains	x	x							
Congressional/budget testimony-support	x				x	x		x	x
Construction claim reviews-participates			x		x		x		
Construction management-leads *	x		x	x		x		x	
Cost Engineering-leads	x		x	x	x				
Customer satisfaction (constr)-monitors									x
MCX oversight	x								
Dam Safety Board-member								x	
Dam Safety-leads	x	x	x	x	x	x	x	x	x
DAWIA-assures training *							x		
Design and Constr (DCE) Inspections-leads *		x		x		x	x	x	x
Design review conferences-attends/participates				x	x	x			
Directives-reviews				x		x	x	x	
District Support Teams (DST)-supports								x	
Embankment Criteria & Perf Rpts-manages	x					x		x	

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Function									
Energy Monitor/Control Sys-manage				x					
Eng Standards & Criteria Prog-manages	x								
FERC coordination-leads		x	x					x	x
Foundation Reports-manages	x			x		x		x	
Geotechnical Engineering-leads	x		x	x		x			
Inspections, periodic-leads		x	x	x	x	x	x	x	x
IS Real Prop Master Plng-participates	x							x	
ISO 9000 certification-manages/leads	x	x							
Lessons learned-leads	x	x	x		x	x	x		x
Maj Rehab-oversight and funding lead			x			x			
Metrification-proponent	x								x
MRC-principal advisor			x						
O&M,Gen-manages appropriation			x			x			
O&M,Gen-prioritizes needs			x			x			
O&M,Gen-reprograms funds			x			x			
Performance indicators-develops/maintains	x			x		x			x
PRB-participates	x				x	x		x	x
Professional societies-liaison	x								
Program administration, civil-reviews				x		x	x	x	
Program administration, military-reviews				x		x	x	x	
Project IPRs-conducts							x	x	
QA/CSI-manages/participates	x	x	x	x	x	x	x	x	x
R&D program-supports	x			x					
Regional Contracting Database-manages									x
Regional Expertise Database-manages									x
Regional Interface-provides	x					x	x	x	x
Regional Technical Forum-leads	x	x							
Regulatory (FCCE)-manages			x			x			

	1	2	3	4	5	6	7	8	9
Resident Management System (RMS)-manages	x					x			x
S&A-develops/monitors/reports			x		x	x	x	x	
Seismic/earthquake-manages inventory	x			x				x	
Specifications Engineering-leads	x		x	x					
Staff supervision	x		x		x	x			
Standard designs-manages	x				x	x			
Structural Engineering-leads *	x		x	x		x			
Tech support to PM-provides	x		x	x	x	x			
Technical criteria deviations-approves	x		x						
Utility Monitoring & Control Sys-POC	x				x				
Value Engineering-leads	x	x	x	x	x	x	x		
Water Control Mgmt/Center-supervise				x	x			x	
Water management budget-leads				x	x		x		
Water management operations-leads		x	x	x	x		x	x	x
Water management procedures-leads	x	x	x	x	x		x	x	
Water management-regional & national interface	x	x	x	x	x		x	x	
Water Mgmt annual report-prepares				x	x		x		
Water quality/sedimentation-staff oversight *	x		x	x	x	x			x

DIVISION or OFFICE: MTD - Military/HTRW/SFO Division

Missions and Functions	HQUSACE *	LRD	MVD	NAD	NWD	POD-M&F 1999 not used	SAD	SPD	SWD	
FTEs		9	0	13	7	12	8	5	5	59
AOR Issues-manages	z			x	x		x	x	x	
1391 Processor-proponent	x									
Arlington Nat. Cemetary Prog-leads	x									
Army Transformation-leads	x									
Barracks Upgrade Prog (BUP)-leads	x									
BRAC-single POC *	x			x	x		x	x	x	
Chem DeMil Prog-leads	x									
Command Management Reviews-participates	x									
Critical Infrastructure Assets Ofcr-serves as	x									
DERP/EQ-manages	x			x	x		x	x		
Design review conferences-participates					x		x			
District PRBs-attends periodically				x			x	x		
Energy Conserv Invest Prog (ECIP)-leads	x									
Energy Savings Perf Contracts (ESPC)-leads	x									
Foreign Military Sales-POC	x						x			
Force Modernization program-leads	x									
HTRW-programmatic execution	x	x		x	x		x	x	x	

International activities-coordinates	x		x			x		
Installation Support Progrm-manages	x							
IS customer outreach-manage program	x	x					x	
Medical Facilities Prog-manages	x							
MILCON change management-manages *	z		x	x				
MILCON directives-manage *	x		x	x				
MILCON/IS-programmatic execution *	x		x	x		x	x	x
Military Line Item Reviews-participates	x					x	x	x
MOU/A (HTRW & SFO)-coordinates	x						x	x
NAF Program Mgr-leads	x							
P&D budgets-develops & negotiates	x			x				x
Performance measurement-develops	x					x	x	x
PM Forward-manage funds	x	x						
PRB-participates	x		x					x
Production Based Spt Prog-leads	x							
Policy-interprets/disseminates/implements	x		x	x		x		
QA/QC/CSI-oversight	x		x			x	x	x
Real Property Master Plng-leads	x							
Regional interface-participates	x					x	x	x
Residential Communities Initiative (RCI)-leads	x							
SFO-programmatic execution	x	x	x	x		x	x	
Strategic national relationships-develops	x							
Superfund/FUSRAP-manages	x		x	x			x	

DIVISION or OFFICE: MTD-Real Estate Division

Missions and Functions	HQUS ACE	LRD	MVD-Tech	NAD	NWD	POD	SAD	SPD	SWD	
FTEs		6	5	5	4	2	4	4	4	34
Acquisition/disposal acitivites-manages	x									
Appraisals-reviews/approves *	x			x	x	x	x	x		
Appraiser cert & training-oversight	x		x				x			
Condemnation-manages	x									
Contingency RE Team(CREST)-maintains	x		x							
CPM	x	x	x	x	x					
Feas & PAC reports-reviews/certifies	x			x	x	x	x	x		
Housing Assistance Program-manages *	x	x								
HQ/regional interface-maintains	x	x	x							
Legal reviews/opinions-performs	x									
Policy guidance-issues	x		x			x		x	x	
Non-standard estates-recommends	x				x	x	x			
PCS claims-reviews & recommends	x		x				x			
Policy-assures MSC compliance	x			x	x	x				
PRB-participates	x			x	x			x		
QA/QC/CSI-manages	x	x	x		x	x	x	x	x	
RAP appeals-reviews/prepares agency opinion	x									
RE policy development-DA proponent	x									
RE program-oversees and monitors	x		x	x		x	x	x	x	
Recruiting Facilities program-manages *	x	x				x				
Regional interface-participates	x							x		

REMIS/CEFMS technical administrator	x		x		x				
Space Management					x			
Technical review, complex-provides	x			x	x	x			